



Recruitment & Selection, Policy & Procedure

Purpose

Linaro states in its vision that staff are its most precious resource. It is clear that the Linaro's staff have a crucial role to play in achieving the mission, vision and strategic goals as set out in 2015.

Linaro therefore needs to be able to attract and retain staff of the highest calibre. The purpose of this policy is to provide a sound framework, based around core principles that are outlined below, within which to facilitate this requirement. The accompanying Procedure provides clear guidance on the key stages in recruiting and selecting for a post.

More detailed advice and guidance, including clarification of responsibilities, is available from The Director, Global Talent (GT).

Scope

This policy and procedure encompass all activities that form part of the recruitment and selection process. It is applicable to all staff recruitment irrespective of staff group or nature of employment. In order for the policy and procedure to be effective it is essential that any employee who is involved in any aspect of the recruitment and/or selection of staff is aware of this document and adheres to it. Ultimately it is the responsibility of the senior management in Linaro in conjunction with GT to ensure that this is the case.

Core principles

- Linaro will seek to attract the best candidate for the job based on merit and ensure the identification of the person best suited for the job and the Company
- Linaro will ensure that the recruitment and selection of staff is conducted in a professional, timely and responsive manner and in compliance with current employment legislation. Linaro will provide appropriate training, development, and support to those involved in Recruitment and Selection activities in order to meet this core principle. Any member of staff involved in the selection of staff should satisfy him or herself that he/she is appropriately trained and can comply with the requirements of this policy and procedure. As a minimum requirement any member of staff who takes part in any activity under this policy and procedure must adhere to Linaro's Equality and Diversity Policy.
- Recruitment and selection is a key public relations exercise and should enhance the reputation of Linaro. Linaro will treat all candidates fairly, equitably and efficiently, with respect and courtesy, aiming to ensure that the candidate experience is positive, irrespective of the outcome. A comprehensive monitoring and analysis process will be established in support of this principle.

- Linaro will promote best practice in Recruitment and Selection. It will continuously develop its recruitment and selection practices to allow new ideas and approaches to be incorporated.
- Linaro will ensure that its recruitment and selection process is cost effective

Monitoring and review

This policy and procedure will be reviewed as seen necessary by the Director of GT. Where changes in employment legislation occur that directly affect this policy and procedure these will be reflected with immediate effect and communicated to all employees.

Vacancy arises

- When a vacancy first arises, whether this is due to the current post holder moving internally or externally, or whether it is a new role, it is important to evaluate carefully the need for the role and consider this in the context of the strategic plan. Consideration should be given to the purpose and content of the role as well as where it fits into the structure of Linaro.

Job description and Person specification

- A job description and person specification must be produced or updated for any vacant post that is to be filled.
- The job description should accurately reflect all elements of the post.
- The person specification should state both the essential and desirable criteria in terms of skills, aptitudes, knowledge and experience that are required for the job, all of which should be directly related to the job and applied equally to all applicants. Care should be taken when drawing up the person specification to avoid including criteria that may have the effect of indirectly discriminating against certain groups of applicants.
- All posts must receive financial authorization prior to being advertised from the COO.

Advertising/attracting applicants

- Advertisements should be based on the person specification and identify a number of the essential criteria in order to maximize the number of suitably qualified applicants. In normal circumstances posts should be advertised both internally and externally thus allowing career development opportunities for existing staff whilst fulfilling equal opportunities requirements and potentially enhancing the diversity of the workforce. Adverts should be produced using the standard Linaro template which can be found on Recruiter Box or is available from the GT Team.
- There may be occasions where it is appropriate to make exceptions to this (e.g. where specific staff are named on a research grant) and in such an event approval should be sought from the GT Team. In such cases there will still however be a requirement for the applicant to go through a selection process to ensure that they meet all the essential criteria for the position.

- In certain circumstances it may be more effective to use a recruitment agency than to advertise externally. Approval to do so should be sought from the local GT Team. This will not however eliminate the need to advertise the position internally.
- Further Particulars that provide background information pertinent to the job should be provided to applicants upon enquiry.
- All external job advertisements will be published as a minimum on the Linaro's website.
- Staff who have been in an interim position that subsequently becomes vacant will have to apply for the position when it is advertised. In such cases the position is likely to be advertised on an internal basis only.

Managing the Application process

- Linaro will accept CV's and a covering letter as application for a position.
- Linaro has a legal obligation to comply fully with the provisions of the Rehabilitation of Offenders Act.
- All applicants should be assessed against the person specification and should meet the essential criteria, as a minimum.
- Short listing should be undertaken by a minimum of two people to avoid any possibility of bias, one of whom would normally be the direct line manager.
- Short listed candidates should be provided with details of the selection process, including any tests, in writing giving as much prior notice as possible. Providing insufficient notice to applicants could have an adverse impact on public relations. They should also be asked to advise Linaro if there are any particular arrangements or reasonable adjustments that could be made so that they can participate fully in the selection process.
- The Further Particulars that are provided to applicants will include the closing date for applications and a statement advising applicants that if they have not received a written response from Linaro within 4 weeks that they should assume that their application has been unsuccessful on that occasion.
- Any member of staff involved in a selection process who has a personal or familial relationship with an applicant must bring this to the attention of the GT team.

Selection

- It is recommended that a range of selection methods, that are suitable for assessing both the essential and desirable criteria in the person specification are established as this will enhance objective decision making which is difficult through interview alone. The GT team can provide further advice and guidance in this area.
- Interview questions and the structure of the interview should be consistently applied to all candidates and should be based on the person specification.
- Notes or recordings, with permission of the candidate, of the salient points of the interview should be taken, ideally by the interviewers, so that they can refer back to these when assessing candidates against the person specification and making decisions. Notes of the interview and any other notes on the candidate taken during the recruitment and selection process should be passed to the representative from GT following the selection process and will be kept for a minimum of one year following the selection process.

- For professorial appointments the Chair of the panel should complete a proforma provided by the GT team and return this with the other interview papers to the representative from GT.
- In the event that a candidate requests feedback about their performance in the selection process this should be arranged by the Director, GT, although he or she may delegate this to another member of the interview panel where appropriate.
- Unsuccessful interview candidates should be dealt with courteously and sensitively and should as a minimum receive written notification of the outcome of the selection process.
- Where there is disagreement amongst a panel as to the successful candidate the majority view shall prevail.

References

- Information sought from referees should be structured around the requirements of the job and the job description should be provided. It should be noted that many organizations have a policy of not providing personal references and therefore references provided may only confirm details of current appointment.
- Posts 2 references will be taken up, normally after the interview, for reasons of confidentiality, since this is often a more sensitive issue.
- Referees should not be contacted without the candidate's consent
- The information provided should be treated as confidential and should be used only to verify information collected through the selection process.
- Documents relating to all applicants will be treated with the utmost confidentiality and in accordance with the Data Protection Act.

Making the appointment

- It is recognized that in many cases it is desirable to make a verbal offer very shortly after the selection process to enhance Linaro's ability to recruit the selected candidate. In such cases the verbal offer should only be made by the GT although he or she has the discretion to delegate this responsibility if felt appropriate.
- Once a selection decision has been made the GT team will produce a written offer of employment following receipt of a salary recommendation from the COO. Offers of employment are normally subject to satisfactory references and medical clearance and any other checks as appropriate, such as "Right to Work" and "Immigration Checks."

Joining the organization

- It is important that new employees receive a well-planned induction in order for them to become fully operational quickly. Further information on induction, including guidelines for managers, is available from the Human Resources team.

NB* Linaro reserve the option to use social media as part of the candidate selection process.